

## **CALL FOR EXTERNAL EXPERTISE**

Delivering Fair Transport for All (DFT4A)  
(Project no. 101101584)

### **1. Background**

Over the last years the ETF has revamped its work on the logistics sector with a view to bringing together all our unions organising workers in all segments of logistics (warehouses and last-mile delivery, aviation logistics, rail logistics, maritime logistics etc.) and identifying common challenges and common actions at European level.

A strong focus of the ETF's work so far has been to look at the strategies that multinational companies have developed on employment, engagement with unions, subcontracting, and also on how the recent developments of e-commerce have had an impact on the logistics sector at large.

This project, for which external expertise is needed, is aimed at developing the understanding and expertise of the ETF in the logistics sector, through research and the exchange of information among ETF unions organising in the sector.

The research will provide an overview of the industrial landscape of logistics and the main trends in the sector at a European level. It will map key logistics and e-commerce companies. It will also map the key workplace issues throughout the logistics supply chain.

Alongside and in support of the research, the external researcher will interact with a union and activist network in logistics, through network meetings attended by representatives of transport unions that are organising or active in logistics. This will help consolidate and develop the newly formed ETF Union and Activist Network in Logistics.

The research will result in a report on the findings, a package of recommendations and a vision paper to enable ETF and affiliates to coordinate our work towards stronger collective bargaining, good jobs and robust sectoral policies at national and European level for a regulated and sustainable logistics sector.

### **2. Purpose of the Contract**

The purpose of the contract is to provide expertise to the ETF in the framework of the specific objectives and through the tasks outlined below.

### **3. Objectives of the project**

The strategic importance of logistics for European economies and societies at large has clearly emerged during the pandemic. However, there is a lack of strategic policy to develop and regulate the sector in a sustainable and coherent way.



Our economies and lives have never been more dependent on the rapid movement of goods and access to services that logistics workers provide. Online shopping and fast delivery kept people and the economy alive during the pandemic.

In Europe, the logistics industry is worth over €1bn and employs millions of people. Its economic importance draws public funding through tax breaks and investment in infrastructure.

Yet, despite being so integral to our economies, logistics work is poorly regulated and workers are unprotected. Well-known firms systematically use subcontracting, agency work and bogus self-employment instead of directly hiring workers in order to increase profits and evade their obligations as employers.

Long subcontracting chains distance employers from their responsibilities towards workers making them vulnerable to low wages and unprotected. Their health and safety are jeopardized by new digital and automation tools that constantly monitor their productivity and increase their workload and put them at risk of a range of psychosocial and physical injuries.

As a result of these conditions, there is a high turnover of logistics workers which makes organizing efforts and representation by unions more challenging, further excluding workers from the protections they are entitled to by law.

To protect workers and to ensure a sustainable sector, there is an urgent need for logistics workers and their work to be recognized and regulated and for standards to be raised across the industry.

The research will be developed along the following pillars:

a. Setting the scene.

The first objective of the research is to provide a detailed overview of the logistics sector and logistics activity, to explain its strategic importance in the global economy and thus the importance of political action to ensure its sustainability in the long term.

This overview will consider various issues that have impacted the sector in recent years, including and not limited to:

- the C-19 pandemic and its impacts on global trade and employment
- the rise of e-commerce
- the nature of supply chain crisis caused by, for example, the war in Ukraine
- climate change and climate change policies
- consolidation through mergers and acquisitions

Market data should be provided, including data on jobs, market trends, employment models, ownership and projections.

Profiles of leading companies and their business strategies should be included.

b. Describe and map working conditions in the sector.

This section will include interviews with ETF members and will be facilitated by the ETF. It will also draw on the discussions held in the structured network meetings that form part of the work package (identified above).



It should describe, among others:

#### Business operations

- the different segments in the logistics supply chain
- how work in the sector has changed over time, especially in light of the growth of ecommerce

#### Employment models

- the nature and extent of the use of subcontracting, outsourcing and agencies
- the impacts on working conditions of the use of subcontracting, outsourcing and agencies
- health and safety at work
- impacts on workers of algorithmic management, new digital tools and automation
- the impact on working conditions of worker shortages, where these exist
- the impact of working conditions on equalities commitments

#### Legislative framework

- relevant legislation
- the effectiveness of enforcement by authorities and recourse to justice for workers

#### c. Analyse union presence and industrial relations

Through interviews with members, the expert should map collective bargaining coverage, at sectoral or company level, union presence and strategies. The researcher should also provide an overview of the state of industrial relations at country level.

#### d. Building a knowledge base: an 'observatory' for logistics and ecommerce

The ETF EC has committed to building the ETF's expertise on the logistics sector and its role in the wider transport sector. Our objective is to build a knowledge base or 'observatory' for the sector, via research and the coordinated and strategic engagement of those unions that are active in logistics and ecommerce.

The researcher should summarise the main findings of sections b and c. These findings will constitute an initial reference point for the work of the Observatory. The findings should be organised according to the following categories:

**Union presence** (CB coverage, union presence, union membership and union strategies/challenges, etc.)

**Working conditions** (legislation, labour violations, employment trends and standards, impacts of digitalisation and automation, etc.)

**Industry** (relevant legislation, employment models, business models, key companies by country)

#### e. Make recommendations:

The researcher should, after consultation with the ETF affiliates through the interviews and workshops, elaborate policy recommendations for workers in the logistics sector.

## 4. Tasks to be performed by the expert



In order to achieve the objectives outlined in section 3, the expert will be asked to perform the following tasks:

- Performing desktop research
- Drafting questionnaires/interview guidance as required, conducting interviews and analysing the results of the evidence gathered
- Drafting a report, present preliminary and final versions to the ETF logistics network, which includes an analysis of the situation and recommendations for action
- Leading the four meetings of the ETF logistics network
- Liaising with the ETF Secretariat and members as required
- Drafting recommendations for ETF and affiliates.
- Drafting a vision paper on 'Fair logistics'

#### 4. Expertise required

The tenderer shall prove his/her expertise with examples of his/her work. The contract will only be awarded to tenderers that can prove that they fulfil the following criteria:

- fluent in English (both oral and written). Working knowledge of other European language is an asset
- Proven expertise in transport and specifically in logistics
- Understanding of labour issues in the transport and logistics sectors
- Expertise in transnational research projects
- Experience of working with trade unions
- Respect of budgetary constraints

The expert can be an individual, an organization or a consortium made up of several entities.

#### 5. Time schedule and reporting

The project has started on 1 June 2023 and the tenderer will be required to work since the date of engagement until 31 May 2025 (end of project), unless mutually agreed otherwise. The expert is expected to work 90 days during this period. The following reporting deadlines will apply:

Milestone No	Milestone Name	Means of Verification	Due Date (month)
<b>IMPLEMENTATION</b>			
2	Preliminary results of the desktop research on the industrial landscape of logistics, main trends and key logistics and e-commerce companies	Delivery of the preliminary research results	Feb 2024
3	1st meeting ETF Logistics Network <b>Brussels – 1 day</b>	Organisation of the meeting, first discussions on the research	Mar 2024



4	Questionnaire on workplace issues	Results of questionnaire delivered to the ETF in the form of a discussion paper	Jun 2024
5	2nd meeting ETF Logistics Network <b>Venue: tbc</b> <b>1 day</b>	Organisation of the meeting, discussion on questionnaire on workplace issues	Sept 2024
6	Draft key demands	Draft key demands delivered to the ETF	Dec 2024
7	3rd meeting ETF Logistics Network <b>Venue: tbc</b> <b>1 day</b>	Organisation of the meeting, discussion on key demands	Mar 2025
8	Delivery of the ETF vision paper “Fair Logistics” The final product should be: a finalised report on the industrial landscape of logistics in Europe, including an analysis of workplace issues + a vision paper with recommendations for Fair Logistics	Vision paper compiled from the research, discussion at meetings and key demands	31 May 2025
9	4th (open) meeting ETF Logistics Network <b>Venue: tbc</b> <b>1 day</b>	Organisation of the meeting, presentation of the vision paper	23 (Sep 25)

## 6. Payments and standard contract

The expert will receive an advance and final payment following the EU rules and upon receipt of a correct invoice. Payments will be made in three phases:

- 30 per cent upon signing of the contract;
- 35 per cent after delivering the Questionnaire
- 35 per cent after the completion of the work.

A standard contract template can be received upon request.

## 7. Price

The maximum budget available (covering all taxes including VAT<sup>1</sup>) is **53,400 EUR**. This amount does not include travels, hotel and subsistence costs that will be covered by the ETF separately.

## 8. Selection criteria related to the financial and technical capacity of the bidders

A proof of sound finances can be requested by the bidder.

## 9. Award criteria related to the quality of the bids received

The contract will be awarded to the tenderer whose offer represents the best value for money - taking into account the following criteria:

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<sup>1</sup> services delivered from outside of Belgium are subject to Belgian 21 per cent VAT which must be considered as included in the total price



Criterion	Description	Value
Price	Best value for money	20%
Quality and expertise	Proven expertise in: <ul style="list-style-type: none"> <li>- Fluent in English (both oral and written). Working knowledge of other European language is an asset</li> <li>- Proven expertise in transport and specifically in logistics</li> <li>- Understanding of labour issues in the transport and logistics sectors</li> <li>- Expertise in transnational research projects</li> <li>- Experience of working with trade unions</li> <li>- Respect of budgetary constraints</li> </ul>	40%
Approach, clarity	Structured and open approach	30 per cent
Language	Ability to write and speak in clear and concise English	10 per cent
<b>TOTAL</b>		<b>100 per cent</b>

It should be noted that the contract will not be awarded to a tenderer who receives less than 70% on the Award Criteria.

## 10. Content and presentation of the bids

### a) Content of the offers

The offer must indicate how candidates meet the criteria listed above, as well as indicate the total price of the consultancy.

#### *Individual candidates*

In case of offers submitted by individual candidates, a CV should be attached.

#### *Organisations*

In case of offers submitted by organisations a list of the organisation's activities in fields relevant for the tasks to be performed should be attached as well as the CVs of the people who will be involved in the project.

References should also be provided.

#### *Joint tenders*

A joint tender is a situation where a tender is submitted by a group of economic operators (natural or legal persons). Joint tenders may include sub-contractors in addition to the members of the group. In case of joint tender, all members of the group assume joint and several liabilities towards ETF for the performance of the contract as a whole, i.e. both financial and operational liability. Nevertheless, tenderers must designate one of the economic operators as a single point of contact (the leader) for ETF for administrative and financial aspects as well as operational management of the contract.



After the award, ETF will sign the contract either with all members of the group, or with the leader on behalf of all members of the group, authorised by the other members via powers of attorney.

b) presentation of the offers

The offers, including a CV, must be sent by e-mail to: Elizabeth Molinari at [e.molinari@etf-europe.org](mailto:e.molinari@etf-europe.org)

c) deadline

The deadline for offers is on **Friday 8<sup>th</sup> September 2023**